

See its impact on ASA page 2

Who Wants To Volunteer?

Dialogue tries to present both sides of the issue. When ASAers were asked "What image comes to mind when you hear the term 'Volunteer Army'?" different opinions emerged, but most respondents answered with a negative attitude toward the new Army concept.

It just won't work . .

"You won't get the right type of guy to serve. Army standards are going up, and they're looking for the right guy, but that guy doesn't want the Army."

SP 4yrs

"I'd like to see it work, you'll have motivation and a high espirit de corps, but they'll have to join with the idea of joining, not changing.

"There will be too many problems. Benefits may induce volunteers, but the main benefit is 'How much money is in my pocket and can I do what I want with that money?' During the last five or six years the Army has done a good job in raising salaries, but they need to give salaries an even harder look.

"We can't hope only for singles. Remember, the Army has to please the wife, too. If her husband is going to be immediately sent on an unaccompanied tour, she'll not want him to go in the service. They should make all initial tours guaranteed accompanied. If he wants an overseas tour, give it to him. The Army promises travel, and then they send only the husband. The volunteer should know what to expect.

"They should also make more cost of living allowances, and if they can't do that they should think seriously about more family housing units. Congress should allocate the funds. High-rises are going up everywhere, why can't the Army put some up?"

LTC 16½ yrs

"I have mixed emotions about the MVA; while the new incentives are great, I feel the Army authority and discipline has suffered somewhat, but maybe again this is the sign of the times."

SGM 21yrs

Too soon to judge . _ .

"It sounds like a good concept, but it's too soon to judge. But this concept did cause improvements in the living conditions for the individual soldier. Finances were improved, and the Army is making a real effort to keep pace with civilian life."

2LT 4yrs

Army life is getting easier . . .

"The concept is OK, but methods are wrong by making things easier instead of tougher. Think of the

French Foreign Legion—a small, professional, tough organization. We don't look like we can perform the same, but if we are going to have a small Army, it should be volunteer and it should be tough.

"I'd like to see formations again. The commander gets to see his troops and the troops get to see their commander. Now they never see each other except when the soldier gets in trouble."

SGM 20yrs

It will be a different type of guy . . .

"Maybe we'll have an Army full of drug users instead of booze users."

MSG 15yrs

"I'm concerned about the quality of people we'll get in. It would seem we won't get the caliber of people with educational backgrounds that ASA is used to, especially equal to our young enlisted men. There is no pressure for them to come in now, they'll seek employment with a civilian firm."

CPT 5½ yrs

Health care may suffer . . .

"Qualified people aren't coming in, especially the doctors. Will they take care of my family adequately or will it be those doctors who can't make it on the outside in their field? They are talking about hiring civilian professions for these positions, so that may work out OK."

SP4 1½ yrs

There's too little discipline . . .

"In AIT, there was a real change in the quality of the soldier from when I started in September, 1972, and left in August 1973.

"It's the recruiter's fault . . . he's not meeting his quota, so he drops his quality."

SP4 1½ yrs

Take a good look at the present system . . .

"Old timers say the caliber of the Army now is worse than before. Take a good look, when I came in, there were guys who couldn't even read."

SGM 20yrs

I'd be better off on the outside.

"I wouldn't have enlisted if I wasn't drafted. An Army career means more separation from my wife. Discipline is too stern; you can discipline yourself without the Army.

"In the Army you can't be your own free agent, I love to be an individual. In the Army you can't be one."

SP4 2yrs



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Our Cover—Artist Ron Crabtree used acrylics, sponge and stencil to illustrate the continuing question which the Volunteer Army poses.

Read this month's Dialogue and the story beginning on page 2 to confirm or deny your own opinions on this controversial subject.

Back cover by Rick Reister.

Don't Call Us, We'll Call You

Maybe the Army and its recruiting posters have centered on the wrong theme. Be it a mechanic for a F-111 or a systems analyst working with the problems of tomorrow, the Army says "We Want to Join You." How about a change to "Do You Want to Join Us?"

Is it possible to gradually do away with mercenary troops? Will our educated and career motivated men and women want to remain in the Army and ASA without a monetary reenlistment bonus hanging over their heads? The answer lies in the ability of the Volunteer Army to gear itself toward the men and women of today while offering them a promising and fulfilling career.

Eliminating activities such as KP and formations is a beginning, but can the Army keep the ball rolling? It may take another three or four years before we know if the all volunteer concept will work. Then we will know if our volunteers are staying in.

For a fuller understanding of the goals of the New Army and the means of obtaining them, see page 2 and 3.

In the meantime . . .



"Happy thanksgiving"

Winner of 3 Blue Pencil Awards from the Federal Editors Association as one of the best Government Publications produced in 1970, 1971 and 1972.

MAJOR GENERAL GEORGE A. GODDING, CG, US Army Security Agency

MAJOR JOHN J. FRANK
Information Officer
MAJOR PAUL D. SUTTON
Command Information Officer

LAWRENCE E. WHEELER
Public Affairs Officer & Editor
MISS KATHLEEN T. BOUCHER
Acting Editor

SP5 VAN J. KLUTTZ Contributing Editor PFC RACHEL RAMSEY Staff Writer

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If Army careerists are not talking about "the political situation," then surely they're discussing the status of the volunteer Army. Opinions vary from a Lieutenant Colonel who felt there would be fewer complainers (since all future Army members would have asked to come in), to a senior NCO who said "I'm glad the war's over, because we'd be in trouble."

Discussion inevitably centers around the question "Will it work?" The Secretary of the Army, Howard H. Callaway, answered a *Newsweek* reporter's question by saying "We are going to make the All Volunteer Army work, because the Army has never failed at anything it ever sets its mind to."

Not all comments are as optimistic. While some individuals refute the possibility that an All Volunteer Force can work, most Army and ASA recruiters estimate that it will take two or three years to see if the volunteer concept is working. At that time the Army will be better able to see if their volunteers stay in. If new recruits decide to leave the Army after their initial tour, the recruiters will have to start all over again.

What type of inducements is the Army using to sway intelligent young men and women to enter the service and, more importantly, to remain? Recruiting potential soldiers while competing with other government agencies and private organizations presents an added problem.

The Army introduced civilian KP, education programs (including specialized MOS training), opportunities to "plan your own career," and better barracks life. Pay, always tops on the list of priorities, has increased significantly for new recruits as well as officers and enlisted men.

It this enough? Pessimists say no. They feel that the only way to reach recruiting goals is to reduce manpower requirements. This is partially being done.

Another means to attain quality and quantity in the Army is through the Women's Army Corps. Abilities of women in the Army have largely been an untapped resource. Almost all Army duties now can be performed by men *and* women. Combat is the only exception. Civilians also may be employed in noncombat Army jobs.

Problems can also be seen in recruiting individuals for certain health professions. Only one-sixth of the physicians currently on active duty are serving voluntarily. Another one-sixth serve while repaying a DoD subsidized loan. The remainder were drafted.

Last year, the President signed a law to offset some of this problm. Public Law 92–426 provides the opportunity to increase professional volunteers by increasing the number of scholarships in the health services in return for at least two years of active duty. This will hopefully prove to be a large incentive. The law also provides for the establishment of a Uniformed Services University of Health Services. Graduation for the first class is way off—1982. Civilians may also be the answer to this problem if salaries can be increased comparably to a non-military professional health service worker.

Since its beginning over 198 years ago, the Army has been a melting pot of the nation. Through volunteers and the draft, soldiers represented a cross section of America. Critics feel that the Volunteer Army will be composed of the underprivileged and

Can We Have An Instant Army?

Everyone wants an answer and they want it now. Is the All Volunteer Army working? With decreased Army strength, will
we still be able to complete our mission?

These are good, sound questions.

But where are the answers?

minority groups who have difficulty getting a job.

A smaller segment of the volunteer force will be patriotic citizens. The makeup of the Army will presumably be a different one. Will it be composed solely of "careerists who think alike?"

These are not necessarily problems; but are factors of what may happen. The underprivileged can be afforded the opportunity to pull themselves away from their background of no opportunity and benefit by a fulfilling career. Training will be an ever increasing project.

Although emphasis in the Army has always been placed on training and education, career soldiers often obtain the majority of their formal education either before they enter the service, or when they leave. The GI Bill is a great financial asset to those who leave the service and decide to continue their education. A means to save money in the long run and to have educated soldiers serving in the Army would be to eliminate the GI School Bill and send career men to formal school while they are in the service. If this were adopted, the service would benefit from its own money, not a private organization. The soldier would not have to take a leave of absence from his job to complete his schooling, he could work a half day and attend classes half day. Or, the possibility exists for him to attend school full time for a year, and be committed to the Army for an

additional two years. Methods of implementation would, of course, have to be handled according to the needs of the unit involved. (This suggestion has not been adopted as Army policy. It is in the discussion stage.)

The Reserves, (referred to as "former draft dodgers" by an ASA Reservist), are now facing the crucial test. Long lines at Reserve Centers have disappeared. Lines were especially long in the late 60s when fear of front line combat encouraged "eligibles" to join the National Guard and the Reserve.

The Department of Defense has expanded the recruiting and advertising for Reserves. But recruiting isn't the answer. They need legislation. There's no compelling reason for young men and women to sign up now. If legislation is passed, authorized bonuses for critical MOSs and benefits for Reserves are better aligned for those serving actively, the Nation can effectively rely on the Reserves in time of national disaster—the purpose for the establishment of the Reserves.

The Volunteer Army will never reach the optimum goal until the public image of the man in uniform changes. Volunteers will be more anxious to wear a uniform when they know they won't be ridiculed for their positions, beliefs, and the organization they represent—the Army.

The emphasis in the Army has to remain on quality. A lowering of the standards should not be the solution. The Army Security Agency leans toward a policy of balancing the quality and quantity of its recruits.

Statistics from the Enlisted Procurement Division, HQ USASA, show 4350 male and female enlistees in FY 72 and, in FY 73, the number was increased by 1278. Figures for only the first two months of FY 74 have been calculated, but if the number of volunteers during that time is indicative of the remaining months, ASA recruiters surely deserve hearty congratulations. Primary concern has been placed on keeping quality up. A look at these charts show a favorable ASA score here, too.

EDUCATIONAL ATTAINMENT OF ASA ENLISTEES FIRST HALF OF FISCAL YEAR 1973

MALE Enlistees	2202	FEMALE Enlistees	468
HS Grads/GED	1382	HS Grads/GED	362
1 Year College	391	1 Year College	42
2 Years College	191	2 Years College	30
3 Years College	50	3 Years College	8
4 Years College	172	4 Years College	24
Advanced		Advanced	
Degrees	16	Degrees	2
Average GT	117.4	Average GT	126.4

EDUCATIONAL ATTAINMENT OF ASA ENLISTEES SECOND HALF FISCAL YEAR 1973

MALE Enlistees	1876	FEMALE Enlistees	374
HS Grad/GED	1342	HS Grads/GED	244
1 Year College	273	1 Year College	41
2 Years College	128	2 Years College	35
3 Years College	24	3 Years College	13
4 Years College	102	4 Years College	38
Advanced		Advanced	
Degrees	7	Degrees	3
Average GT	116.1	Average GT	116.1

SPOTLIGHT News from USASA Headquarters



E-4 and E-5.

Were you surprised when the Reenlistment Officer said "Sorry, we can't use you."?

It's great that you want to stay in the Army, but first the Army has to need you and your skills.

To determine this need, reenlistment controls have been placed on first term personnel in grades

Up to now reenlistment controls were only in effect for personnel in grades E-6 through E-9. These controls are not designed to deny reenlistment to anyone but will limit the number of people who can reenlist in any given MOS by career management field and rank.

Additional information on reenlistment controls for grades E-4 and E-5 can be obtained from your recruiting officer.

Who can wear the ribbon—The Army has announced an additional three campaign designations for service in Vietnam. The total number of campaigns is now 17.

An Army regulation (AR 672-5-1) allows members of the Army who served in one of the following Vietnam campaigns to wear a bronze star on the Vietnam service ribbon for each period he served in Vietnam.

- 1. Vietnam Advisory Campaign—March 15, 1962 to March 7, 1965.
- 2. Vietnam Defensive Campaign—March 8, 1965 to December 24, 1965.
- 3. Vietnam Counteroffensive Campaign, Phase I—December 25, 1965 to June 30, 1966.
- 4. Vietnam Counteroffensive Campaign, Phase II—July 1, 1966 to May 31, 1967.
- 5. Vietnam Counteroffensive Campaign, Phase III—June
- 1, 1967 to January 29, 1968.
- 6. Tet Counteroffensive Campaign—January 30, 1968 to April 1, 1968.
- 7. Vietnam Counteroffensive Campaign, Phase IV—April
- 2, 1968 to June 30, 1968.
- 8. Vietnam Counteroffensive Campaign, Phase V—July 1, 1968 to November 1, 1968.
- 9. Vietnam Counteroffensive Campaign, Phase VI—November 2, 1968 to February 22, 1969.
- 10. Tet Counteroffensive Campaign—February 23, 1969 to June 8, 1969.
- 11. Vietnam Summer-Fall '69 Campaign—June 9, 1969 to October 31, 1969.
- 12. Vietnam Winter-Spring Campaign—November 1, 1969 to April 30, 1970.
- 13. Sanctuary Counteroffensive Campaign—May 1, 1970 to June 30, 1970.
- 14. Vietnam Counteroffensive Campaign, Phase VII—July 1, 1970 to June 30, 1971.
- 15. Consolidation I—July 1, 1971 to November 30, 1971. 16. Consolidation II—December 1, 1971 to March 29, 1972.

17. Current Campaign—March 30, 1972 to a date to be determined.



Camera bugs—it's time to show your stuff. A new contest is underway. Army photographers and journalists are eligible to enter the Military Picture of the Year Competition for 1973.

Entry photographs must have been taken between January 1 and Decem-

ber 31, 1973. Check with your local information officer for entry blanks and additional information.

The contest is endorsed by the Department of Defense in cooperation with the National Press Photographers Association and the University of Missouri School of Journalism.

Entries will be judged by the University of Missouri. Winners will be notified in April 1974.

Problems at your club? Maybe the US Army Club Management Agency can help you out. They offer assistance and suggestions to Army commanders and club management personnel on how to efficiently operate Officer and NCO Clubs.

The USACMA has been working from their headquarters at Ft. George G. Meade, MD, but five regional offices will soon be operational, covering the First, Fifth and Sixth Army areas. USACMA will also be located at Frankfurt, Germany, and Honolulu, Hawaii.

A new Army Club Franchise System and the USACMA will provide the directive for club operations—but will not interfere with individual commanders who will "own," operate and support Army clubs. Smooth running clubs will become a cooperative effort between USACMA and the installation.



Like a rubber ball—They'll come bouncing back to you. The Army and Air Force Exchange Service has had their fill of rubber checks and have recently issued a warning to service-members who have been "kiting" their checks.

"Check kiting" refers to a practice of writing checks and later making deposits to cover the amount before the check clears the bank.

Members who continue to handle their checking account in this manner could have their check cashing privileges suspended. And it can be worse than that. Repeated incidents can be considered evidence of fraud. Civilians can be prosecuted in a civil court and military customers are subject to a court martial.

Through automation, clearing houses and banks have lessened the odds of an individual succeeding in check kiting.

THE

ALCOHOL

EXPERIENCE

Alcohol is the magic formula. It cheers you up; it calms you down; it makes you the life of the party or it gives you the courage to face the boss. Or does it? July's Hallmark featured the problems of the drinking military man and how he can solve them. Realizing that drinking is not confined only to the military, The Hallmark offers the following information to its non-teetotaling readers:

The magic formula attitude about drinking can get you into trouble if you really need alcohol to produce one of these desired effects. Alcoholism, a treatable illness, is a problem today for about 9 million people in the United States with about 112,000 to 224,000 of these people employed in civilian jobs with the Federal Government.

These civilians aren't Skid Row bums. Most are average workers with jobs, families and homes. People with drinking problems work at all levels in Government, from blue collar to blue carpetland and from lab to lunchroom. Symptoms are usually noticeable, but they are ascribed to some other reason. That woman in personnel who's a crab in the morning and happy as a lark later in the day may just not be a "morning person." Or she may have a problem with alcohol. Then there's the man in the machine shop who's often literally asleep on the job. And the supervisor you'd better get a decision from in the morning because he'll never give you one in the afternoon. And that cute secretary who's usually not in on Monday morning. Alcoholism or some other employee problem? It's worth checking out.

The Federal Government is concerned about its employees who drink. The Government, however, feels that it is your decision whether or not to drink, but when your use of alcohol interferes, directly or indirectly, with your work, your agency will take action under the Federal Civilian Employee Alcoholism Program.

This program, which is aimed at rehabilitative activity rather than disciplinary procedures was established to combat alcoholism, which costs the Government from \$275 to \$550 million a year in payroll losses, according to a 1970 study.

Both officers and enlisted personnel are heavier drink-

ers than civilians, according to in-depth studies by Dr. Richard S. Wilbur, former Assistant Defense Secretary for Health and Environment. Wilbur also reports that more education leads to less drinking among both military and civilian personnel. Figures from the survey indicate that binge drinking dropped from 19 per cent of civilian employees in their early 20s to only 6 percent after the age of 50. For officers in the same age group, binge drinking fell from 24 per cent to 14 per cent, while the figures for enlisted personnel rose from 29 to 37 per cent.

But since civilians in Governmental agencies have such a low rate of alcoholism, there isn't anything to worry about, is there?

Officials theorize that there is just as great a problem with civilian alcoholics as military, but that more civilians are "hidden alcoholics." Since they have less supervision off the job than military personnel do, the civilian can protect himself and hide his problem. A drunk civilian, for example, may break his neighbor's window and settle the matter privately, while a serviceman who does the same thing in a barracks is more likely to be reported and punished.

Mr. James W. Mackenzie, Arlington Hall Station's Management and Employee Relations Director for Civilian Personnel, stressed, "Help is available for the civilian who wants it. No one will lose his Federal job when he is willing to accept treatment for alcohol addiction. This is guaranteed by law."

Civilians are usually referred to military facilities if available. The civilian program allows a two-year trial or rehabilitation period for the alcoholic. Decisions about security, access and discipline are made on an individual basis.

Civilians in Federal jobs aren't just fired. They are given a chance. As one rehabilitation specialist said, "The company can only help you as long as you work for the company." This means that as long as you are improving, the Government is willing to help you. However, if you are not able to recover to the point where you are able to do your work, separation or premature retirement are very real alternatives.

What steps must an enlisted person take to insure career advancement? HQ USASA, has specifically outlined "typical career patterns." The following article, second in a series, should answer this question with respect to skill level advancement.

A Guide for EM

To meet the continuing demands of the present and the future, the men and women in Today's Army will have to be educated and trained. Last month The Hallmark ran an introductory article on the Enlisted Personnel Management System (EPMS). Its aim is to develop better qualified senior enlisted cryptologic supervisors and to provide ASA enlisted personnel with a broader understanding of the missions of the Agency as well as to prepare them for larger responsibility in the accomplishment of the cryptologic mission.

The EPMS will guide EM on how to climb the career ladder and reach the grade of E-9. Career progression can be traced on the career field chart. Included in the chart are the authorized skill and grade levels within an MOS which have been approved by headquarters, Department of the Army. This career management field (CMF) chart depicts eight feeder MOSs leading to the capper MOS of 98Z50. Phase I of EPMS concerns this career management field.

It is important to note that on this chart the first five MOSs, (the 05 series) and MOS 98B there is no .30 skill level. All the 05 series MOSs jump from .20 to the .40 skill level. The same holds true for 98B.

There are annex courses to the Basic Cryptologic Supervisors Course for the 05 series, and for the two analytic MOS, 98B and 98C, enabling an individual to participate in intermediate MOS training.

It was anticipated that research would verify the fact that all the instructional material in these six annexes is designed to increase the technical training for these MOS above the entry or .20 skill level.

Based on current field tasking requirements, the current Command Job Analysis finding from the Office of Training Requirements, the current Command Job Analysis, findings from the Office of Training Requirements at USASA's Training Center and School and the desire of the Department of the Army to maintain continuous progression in skill levels for all MOSs, ASA is now able to justify the requirements for the .30 levels for MOS 05H, 05K, 05D and 05G.

The .30 skill level was not considered for

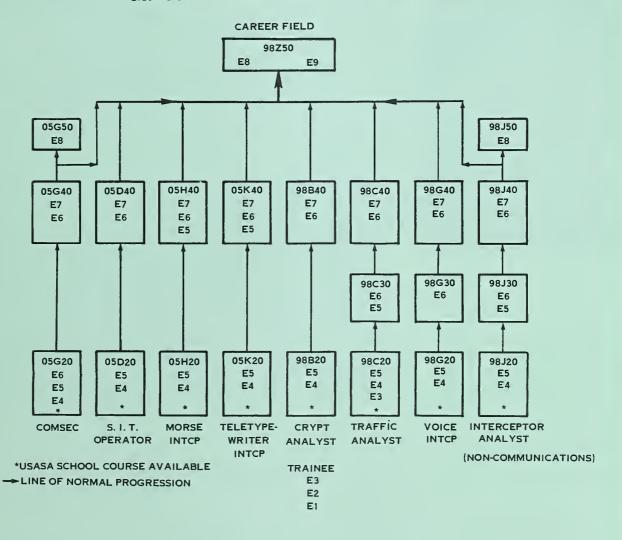
MOS 98B for two reasons. A separate study being conducted on MOS 98B and 98C indicates that merging these two MOSs may be desirable in view of mission changes over the last few years. Also, the duties in MOS 98B are not diversified enough to warrant fragmentation of the MOS over an additional skill level.

Just what good is there in establishing a .30 skill level for MOS 05K, 05G, 05D and 05H?

The objective of substantiating the need for the intermediate .30 skill level is to increase the retention of personal expertise in the cryptologic mission. The Deputy Chief of Staff, Personnel is requesting the grades of Specialist Five and Specialist Six to be authorized for the .30 skill level for each 05 MOS. If Headquarters, DA, approves this recommendation, there should be a somewhat greater opportunity to be promoted to the grade of E-6 (Specialist Six). This grade authorization will allow a limited number of personnel to remain in position up to grade E-7 (Sergeant First Class).

The option for formalized cross training and changes in the .50 skill level for 05's and 98's will be covered in a future Hallmark article.

Career Field For 05 and 98 Series



Texas

Ft. Bliss—Proudly displaying the colorful ASA Patch which she pain-stakingly "hooked" is Inez Jones, wife of Major Bernard F. Jones, com-



mander, 156th USASA AVN Co (FW) at Ft. Bliss, TX. Inez said it took about 40 Man-oops, *Woman* hours to complete the patch and that she used about \$20.00 worth of materials. This art is really catching on among the lady hobbyists of the 156th Wives Club. Any women interested in obtaining instructions for making one of these write to:

Commander 156th USASA Avn Co (FW) ATTN: Distaff Activities Ft. Bliss, TX 79916

Outstanding in Both Genders

ASA personnel both military and civilian have found many ways to excell in what they do, at work and at play. Two of our elite group have been

nominated as the Outstanding Young Men/Women of America.

George W. Mitchell, Jr., supervisory electronics engineer with the recently established USASA RDT&E Analysis and Applications Facility at Vint Hill Farms Station, VA has been selected to appear in the 1973 edition of "Outstanding Young Men of America." He was nominated, largely on the strength of superior job performance, by Richard Gore, 1972 Outstanding Young Man and a division chief at Vint Hill.

At just about the same time, Captain Helen M. Chang, ASA's WAC advisor who works for the Deputy Chief of Staff, Personnel, was se-

lected as one of the Outstanding Young Women of America.

Now in its ninth year, "Outstanding Young Men of America" bases its choice on service, professional excellence, business advancement and civic and charitable activities.

The Outstanding Young Women of America makes their selection on the basis of outstanding ability, accomplishments, and service to the community.

Alaska

FS Shemya—Our men on the "Rock" are making a record accomplishment. Members of the only Army unit among 14 US Air Force tenant units

Turkey



TUSLOG Det 4—Didn't someone say that good things come in pairs? That's what happened at the post dispensary recently. Twins arrived! Twin ambulances, that is.

Usually complaining about receiving less than what was requisitioned, Det 4 asked for, and expected (with crossed fingers) one new ambulance. When two shiny, white ambulances arrived on "The Hill" everyone just about flipped.

This immediately led to some confusion over which ambulance would be used to transport the first "patient", Major Bob Peetz, Det 4's S-1. Shown arguing over which ambulance to christen are (I-r) SP5 Jerry Grey, CPT "Doc" Hefferman (Post Surgeon), Mrs. Judy Nixon, (volunteer dispensary aide), CPT Jim Goff (Post Dentist) and SSG Harrmann Fisher (Dispensary NCOIC).

have captured the Soldier/Airman competition for the first four months of this year. While at the NCO level they've taken the title twice in the same period.

The Soldier/Airman and NCO of the Month competition is sponsored by the 5073d Air Base Squadron and was started in January of this year. A trophy is presented to the winners by the Base Commander, Colonel Marvin R. Leitzel, USAF, along with tickets entitling them to a free steak dinner at the NCO Club, plus free bowling and theater tickets.

Virginia

Arlington Hall Station-The Army Security Agency captured fourth place in the Army-wide reenlistment program for Fiscal Year 1973.

Field Station Misawa, Japan in the Group II category (200-624 people), reenlisted 31 first termers for a rate of 557%, the highest in the Agency. In Group I (625 people and up) Field Station Sobe, Okinawa signed up 71 first termers for 355%. Group III's (199 people or less) top unit was the US Army Aviation Electronic Warfare Co, Ft. Bliss, TX, with 19 first termers taking the oath of reenlistment for 402%. A total of 27 units participated in the competition.

Letters of commendation, signed by Major General George A. Godding, USASA commander, were sent to the unit commanders. The units also received a wooden, engraved plaque for their efforts.

The top three winners were US Army Southern Command, US Army, Pacific and US Army Communications Command, formerly STRATCOM.



SFC Robert L. Thompson, FS Misawa's reenlistment NCO, displays the plaque received for the highest reenlistment rate during FY 73, to SP5 Ronald A. Howard, the second reenlistee in FY



Torii Station's career counselor, SFC Harold Graham, shows CSM Howard Smith, left, just where he will hang the plaque won for the most reenlistments during FY 73. To the right of SFC Graham, (I-r), SFC Woodrow Mitchell, B Co, MSG Thomas Calhoun, C Co, SFC James Warfield, A Co., and SSG Paul Fontenot, H&S Co, all reenlistment NCOs, look on with approval. (Photo by SP5 Dave Glazer)



MG George A. Godding, ASA commander, presents a nifty plaque to Staff Sergeant David G. Hesslink, Re-Enlistment NCO for the US Army Aviation Electronic Warfare Company at Fort Bliss, Texas while MAJ Charles S. Simerly, company commander, looks on (Photo by 2LT Charles P. Chilton)

Christmas Mailing Dates

The Department of Defense and the U.S. Postal Service recently announced mailing dates for 1973 Christmas mail to servicemen overseas. Inclusive dates are:

dates for 1979 Christmas man to servicemen ove	iscas. I	ilciusive	uates are	
LOCATION	AM*	PAL*	SAM*	SURFACE MAIL
Azores	8 Dec	30 Nov	24 Nov	24 Nov
Canada, Arctic—Greenland, Labrador, Newfoundland	8 Dec	30 Nov	24 Nov	24 Nov
South and Central America	1 Dec	17 Nov	10 Nov	10 Nov
Europe—Belgium, Denmark, England, Finland, France, Germany, Greece, Italy, Netherlands, Norway, Portugal, Spain	11 Dec	27 Nov	20 Nov	10 Nov
Africa (excluding Ethiopia)—Congo and Liberia	8 Dec	17 Nov	10 Nov	10 Nov
Near East—Ethiopia, Iran, Israel, Saudi Arabia and Turkey	1 Dec	7 Nov	1 Nov	1 Nov
Far East—Antarctica, Australia, Burma, Indonesia, Japan, Korea, New Zealand, Okinawa, Philippines, Taiwan, Thailand, Vietnam	1 Dec	27 Nov	20 Nov	27 Oct
*Air Mail, Parcel Air Lift, Space Available Mail.				





Saturday is a day for doing things. One of them is auto racing. Personnel at USASA Field Station Berlin are involved to the hilt in this fast-paced sport.

In 1972, racing enthusiasts in Berlin built a one-fifth mile dirt race track and a full schedule of racing now occurs every Saturday. The track is located on Parks Range in Lichterfelde, and is Berlin's only stock car race track.

Built through the friendship and cooperation among Americans, Germans and British in Berlin, the track was christened "Friendship Raceway" on Labor Day, 1972.

The success of the operation has had a significant effect on the Berlin American Automobile Association's membership, which has swelled to 230 and has a waiting list for prospective German members. The auto club holds monthly meetings.

There have been several improvements made to the track itself. The access for spectators is better and the turns have been widened. After experiencing growing pains last year, it is a much more organized and smoothly run operation this year.

Interested FS Berlin racing buffs were among the first to participate in the racing program. On any given race day there are six to seven FS Berlin cars entered. This number should double or triple during the next racing year based on the present interest in the lively sport.

The foremost race enthusiasts at the field station are SP5s Dean Allred, Larry Dedering, Bennie Bunn, Ron Morgan, Brian Pickering, Malven Lee; SP4s Chuck Hicks, John Sackman, Bill Myers and Bob Bedel; SSG Glenn May and 1SG Elder RC Green.

The most unique of the above group is the Aardvark/Beagle racing team which is composed of and supported by Alfa and Bravo Tricks of Co. A, FS Berlin. The men of Alfa and Bravo tricks support the raceway 100%, even if some of them are only spectators.

Both tricks are proud of their adopted nicknames and their racing machines are identified in the 707 series with the only difference being the animal painted on the car. During a recent "A" Company picnic, 707 was displayed and intimately scrutinized by everyone, especially the youngsters who thoroughly enjoyed the opportunity to crawl in the windows and pretend they were drivers.

At the racetrack, seventy-five percent of the drivers entered are Americans, the remainder are German entries with an occasional British entry. No entry can be newer than a 1966 model and the engine cannot exceed 2000 cc.

The racing format is divided into three classes: modified, super-stock and hobby, which is limited to 1200 cc engine Volkswagons. Super-stock, which is the most popular class, is broken down into heats for fast and slow cars after qualifying with usually about eight in each heat. The top half in both the fast and slow heats then square off in a 25 lap feature race, while all other cars are paired in a 20 lap consolation event.

In most cases the slow cars start up front but sometimes a coin flip determines who has to eat dust until he can get ahead.

No track would be complete without the powder puff races. These are run to keep up feminine interest and comply with Women's Liberation. Also, to keep the equal opportunity flag waving, the mechanics are given a race to prove themselves, too.

While Friendship Raceway cannot compare with the speed and big money an Indianapolis or Daytona demands, the excitement of auto racing is still there.





Photos by SP4 R. Gibson



Harry's Leching

Dirty



By Harry Howe

Feature Editor, The Diogenes Review

The dictionary defines "Lech" as a person who indulges in excessive lewd thoughts or lustful desires. In Sunny Sinop, a lech is defined as any male over the age of ten.

Actually, lechery is a form of art, so that must make Sinop one of the world's foremost art colonies.

You can easily recognize most leches. Some of them sit around reading books or newspapers; upside-down? And there are always those who simply stare, with wide eyes and open mouths. And, of course, the rank amatuer, who whistles and makes crude remarks.

A true lech, however, is very difficult to identify. He is usually the guy who always wears a look of innocence and purity. The only clues of his lechery are heavy breathing and tiny beads of sweat on his forehead. If you should notice one, watch closely, for he is a true artist at work.

It takes a lot of time to become truly lecherous. One must always look totally innocent, and when you're looking at a beautiful woman, that is easier said than done.

Here are a few tips on lechery that might come in handy for beginning lechers:

Use only the eyes to follow your subject. Head move-

ment will always expose your intentions.

Become good at carrying on a conversation while leching. This tends to disguise your true actions.

Lesson

Choose a good vantage point. One which will not be too obvious, yet will allow you to observe any "heavenly body" that comes within a hundred yards or so. Do not pull your chair six feet away from your table to get a better view.

Do not make loud comments, drool all over yourself, or pant like a race horse.

If you lech while walking around, try not to trip over your own feet, bump into people, or fall into open ditches.

Lechery takes a lot of practice, so make a point of leching on every pretty girl that comes close to you. Never become discouraged, because the sheer pleasure of leching is well worth all the time and energy you put into it.

Now that you have the basics, get out there and LECH! If you have any difficulty, just drop by and see me, good ole "Dirty Harry"; your friendly neighborhood lech, and I will be happy to give you free lessons!

HAPPY LECHING!

How many miles did you travel in the last three years? Probably not much more than 30-36 thousand miles, if you are the average traveler.

But how would you like to travel over a million miles in that time? The Command Personnel Management Inspection (CPMI) Team did just that! "We've been to all of the current ASA field stations worldwide," commented one team member.

"We are required by AR 600-61 to pay these various personnel offices an annual visit for the purpose of inspecting their personnel records and instructing them in the proper personnel management techniques," said Major Linn Schofield, CPMI chief. "Our visits vary from two or three days to about a week. The length of our stay depends on the number of records maintained at the field station and the number of questions and problems which come up during our inspection."

The CPMI team consists of six members, including MAJ Schofield, a warrant officer and four master sergeants. The team, while only required by regulation to give a "victim" personnel office a 24 hour notice, usually lets the office, particularly in overseas areas, know a few days in advance.

"This limited amount of warning isn't really a hardship for most offices. Either the office has their records properly maintained or the work has been improperly handled. In most cases, the personnel officer and his staff can't make significant improvements in a hurry. Maintaining records is a cumulative job and since we do random sampling when we inspect, it would be extremely difficult to hide major deficiencies," stated MAJ Schofield.

The team inspects the work of personnel clerks on both enlisted and officer records, checking entries pertaining to promotion, efficiency and background. Another area inspected includes morning reports prepared by company clerks and monitored by the unit personnel section. Following evaluation, each unit commander receives a briefing and report giving him both an adjectival and numerical rating as to the result of the inspection.

If a personnel office did poorly, they can be re-evaluated at a later date. While this re-evaluation is still necessary for some ASA stations, most stations have done much better since the advent of the CPMI team three years ago. Credit for the improvements can be traced, of course, to the inspections as well as classes held at the field station for clerks, first sergeants and company commanders. These classes, which are taught by team members, are a direct line for gaining knowledge on new methods and techniques in personnel work.

"We are regarded as the bad guys with the black hats," commented MSG A.B.Q. Chang, a veteran team member. One team member recalled that he was introduced at a field station 'Hail and Farewell' as "Mr. Disaster"!

The CPMI team members aren't really bad guys, though, and inspection shouldn't be a bad thought, either. By evaluating personnel records, the team makes sure "everybody gets a fair shake," the individual as well as government. The team saves the government money while verifying that each ASA member is receiving all the pay he is entitled to.

According to team records, during one trip the CPMI team saved the government \$16,000 when they discovered

Was it
a little bird
who told the



CPMI Team

your records were a mess?

that 328 people were receiving overpayment on pro-pay. One Specialist 5 definitely thinks that the team is in the "good guy" category because on this same visit they discovered that the government had underpaid him \$1800 for his reenlistment!

When team members are at Arlington Hall Station, they conduct special projects for the Management Division of the Deputy Chief of Staff, Personnel. One of the most comprehensive projects recently completed was a 1972 review of DA 201 files for all senior non-commissioned officers who desired it. The review turned up numerous cases of missing efficiency reports, awards and commendation letters, credit for off-duty schooling and entries in the individual's qualification record.

Team members also work closely with Department of the Army to correct and change regulations in personnel to clarify problems which have turned up in the field.

Team membership is an enviable position, if you like to travel. Although not a recommended job for a married man because of much time away from home, the "camerabug" finds a paradise all his own, as the team visits Berlin, Augsburg, Turkey, Thailand, the Far East and Hawaii.

Extra benefits of inspection trips include sidetrips during off-duty time to Panama City, Istanbul, Tokyo and Seoul. Stateside inspections give team members opportunities to visit Boston, Miami and Killeen(?).

Would you like to travel for about 27 weeks a year? This might be the duty for you. Applications for the team are always welcome and selection is made on the basis of availability, experience and demonstrated excellence in personnel work.

So if you can add to the team's combined 110–120 years of personnel experience and you don't mind having the reputation of a Federal Marshal, which means "We're the first ones they look for and the last ones they want to see," according to MSG James R. Broadbent, then, the CPMI team might be the place for you!

R AND R REPORT



JSASA sports, recreation and entertainment



COL Leonard J. Fischer, post commander, presents the first place trophies to the MP team. Left to right: front row—Thomas J. Meachum, Bruce A. Williams, Larry Jager, Daniel W. Breckinridge; second row—William L. Gavini, Brian A Thompkins, COL Fischer, 1LT Hennessey, CO MP Co., Jimmie L. Williamson, Michael P. Fyle; third row: Dennis D. Sprout, Timothy L. Stump, Robert G. McCloskey, Gary D. Smart. (Photo by SP4 Dan Fletcher)

Softball

Arlington Hall Station—The MPs won the Post Slow Pitch Softball League Championship with a fine 12–2 record. The fine pitching of SFC Ramsey L. Yeatts combined with the quick outfielding and devastating infielding produced the outstanding season.

The highlight of the season was the MPs vs the Playboys, who had a four run lead in the top of the fifth and lost in the bottom of the fifth when the MP's scored fourteen runs to clinch the title, final score, 21–11.

Second place was taken by the Alkies after a playoff with CDA at the end of the season.

Unit Day

Arlington Hall Station, VA—The USASA Combat Developments Activity celebrated its annual unit day with a cookout and softball game. After devouring the usual cookout fare, the Junior Officers challenged the "rest" of CDSA to a friendly game of softball. In spite of the razzel-dazzel combination of COL John Brown (CDA commander) at 2d base and LTC David Cumber (CDA XO) at shortstop, the JOC's

won the game 13-10. The beer was supplied by recently promoted 1LT Daniel T. Morris. BG George Mc-Fadden, DCG, and COL Leonard Fischer, post commander, were on hand for the festivities.

Golf

Two ASAers have competed in the All-Army Tournament at Ft. Ord, CA.

Jim Haug, presently assigned to FS Sobe, Okinawa, won his way to Ft. Ord by winning a sudden death playoff to take the US Army Pacific Golf Tournament Open Division Title on the wind-swept Taiwan Golf and Country Club Course on July 14.

Jim finished in a 3-way tie with Allen Doyle and Wayne Scherf, of Korea.

Jim and Doyle were in a deadlock at the close of the third round, both firing closing scores of 80. Scherf catapulted himself into contention for the crown by firing fourover-par 76.

During the playoff, Scherf bogeyed the first hole and was eliminated, while Haug and Doyle parred the 163-yard second and 446-yard third. Then both hooked their tee shots to an adjoining fairway, and Jim was able to get back into play, while the

unfortunate Doyle hit a tree. From there, Jim got down in three to Doyle's four, enabling him to win the crown.

The tournament was played in 40 knot winds, a by-product of Typhoon Billie, which had been lacing the area with high winds and intermittent heavy rains for several days.

Our other ASA participant at Ft. Ord was Mark Lowrance, assigned to the 156th USASA Avn Co (FW) at Ft. Bliss, TX. Participating in the Union-Fashion Tournament held at the Ft. Bliss Golf Association Course on the 11-12 of August, Mark finished with a three-under-par 141 to capture first place while his teammate, Floyd Duncan, had a solid 148 for sixth place. One week later the 156th Golf team, headed by Mark and Floyd, participated in the Ft. Bliss Golf Tournament and walked off with a tie for first place in their division. Once again Mark received honors with a four-round total of 296 and second place.

During the tournament at Ft. Ord, Mark captured the position of Team Coach and alternate.



Torii Station's Champion golfer Jim Haug, takes a swing. Haug recently won the USARPAC Golf Crown in the open division, and also participated in the All-Army Golf Tournament at Ft. Ord, CA. (Photo by SP5 David Glaser)

JOINT RESERVEX 73...



SFC Bill Wood of the 341st ASA Co, CE2 Don Ehnat of the Seebees Reserve, SP5 Hal Seim of the 341st and BU1 Bill Sellars of the Seebees start their Reserve training at Solo Point. Below, a Canadian Naval Officer waits for chow during her Reserve training. (Photos by MAJ John Haberle.)



If the sandy beach, a herd of seals frolicked through the sparkling blue waters. Or so it seemed to the guerilla patrol wending its way along the wooded slopes overlooking the sound. The SEALS (frogmen) finished their reconnaissance and slipped out to sea. The hours passed quietly and then, from behind an offshore island, the convoy appeared. The USS Ozbourn leveled her fiveinch guns at the beach, backed up by fire from the four Canadian minesweepers. Huey gunships swept the steep hillside with rockets, gunfire, and long trails of grey smoke. Behind them, the first wave of LCMs hit the beach. Infantrymen charged through the smoke and swept up the hill exchanging fire with the startled guerillas. Green smoke popped on the beach and a Medivac chopper clattered in to pick up the casualties. An hour passed as the sounds of battle moved inland. Then, small groups of American civilians filtered down the hill for evacuation to the convoy hovering offshore. A recent scene from the Middle East?

To the contrary. The sparkling waters were those of South Puget Sound, not the blue Mediterranean. The beach was Solo Point, part of the Fort Lewis, WA, military reservation. The assault was the highlight of JOINT RESERVEX 73. "So far as we know," said Naval Reserve Captain William H. Carlyon, the exercise director, "this is the biggest multi-service international Reserve maneuver ever held." At least, it was the largest joint and combined Reserve exercise ever held in the Pacific Northwest.

Some 1,500 men and women from the Reserve components of the United States and Canada took part in the joint exercise, which was featured on local television in Seattle and Tacoma as well as area newspapers. Included in the exercise were ships from the US Naval Reserve, US Coast Guard Reserve, Washington Army National Guard, and Canadian Reserve Forces; aircraft from the Naval

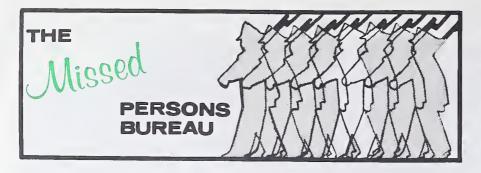
Reserve and Army Guard; men of the Seabees and the 81st Infantry Brigade (Washington National Guard); and, most important of all, the 341st ASA Company (Security).

Commanded by CPT James Hemenway, the ASA Reserve unit from Fort Lawton, Washington, played a key, multiple role in the exercise. In addition to their regular mission, the men and women of the 341st provided weapons and backpack radios to the Seabee-simulated guerilla force; a field mess of outstanding quality for exercise controllers and VIPs; and, the communications center for the exercise. Since the air, naval and ground units were operating on different frequencies, a radio relay facility was critical to effective control of the exercise. The 341st provided that capability, utilizing their expandable 292 van, R390, R744, GLR-9, and a PRC-41. In addition, they laid field wire from a switchboard in the van to each of the six observation points and to the Fort Lewis main switch, thus providing land-line communication to any point in the Puget Sound area.

The performance of the 341st during JOINT RESER-VEX 73 earned the highest of praises from Major General Howard S. McGee (Adjutant General, Washington Army National Guard), Brigadier General Albert G. Peterson (Commander, 124th Army Reserve Command), and the exercise director, Captain (USNR) Carlyon. General McGee also commended the 341st for the support which they had rendered to the 81st Brigade during the past training year and at the Yakima Firing Range during the Brigade's two week Annual Training.

The proven ability of the 341st to function in the field, their enthusiasm and dedication to accomplishing their mission, are evidence indeed of the motto of the Army Reserve: "Strength in Reserve."

by LTC Bertrand Handwork



Military people seem to enjoy traveling and most retirees find that after their traveling with ASA is over, they still have that urge to wander.

Mrs. Ernestine P. Brown writes that she and her family have set up a permanent home in Arlington, VA but plan to spend part of the winter in Florida. The Browns will be touring Mexico in January on a 37-day tour. They plan to take their new Elkhart Traveler, a fifth wheel trailer, and go in caravan. Besides trailering, Mrs. Brown enjoys sewing, handicrafts, square- and round-dancing and belongs to several dance clubs.

COL Robert P. Brust of Spring-field, VA, former Chief of Staff at Arlington Hall Station, will be traveling in his present industrial management position with Radiation Incorporated. He describes retirement as a "traumatic experience that requires several months of adjustment and reorientation of some values which are not the same as in military life."

Plans are being completed by SFC Charles M. Vandyne for his European trip next summer. He is presently employed as a personnel supervisor for Pinkertons Incorporated in Des Moines, IA, where he will soon be taking management training.

Mrs. Barbara Lanford of Woodruff, SC will soon be visiting friends in the Washington DC area and at Vint Hill Farm Station, where she will be proudly showing off her new baby daughter. She feels that her federal service has been really helpful to her in learning how to meet and deal with the public better.

Mr. Walter G. Ruding of Arlington, VA has just returned from a New York trip. He plans several other small trips in the near future, as well as sports outings with his family.

Canada and the northeastern U.S. are scheduled areas MSG Carl E. Saeger and his family will be visiting. He is also finalizing plans for advanced education in real estate work in Manassas, VA.

Sightseeing within CONUS rates high with COL Edwin T. Rhatigan of Fairfax, VA who has already spent two years in industry. In his spare time he studies business administration and pursues his hobbies, golf and skiing. When he retires from his second career, he hopes to settle in New Mexico.

"Every minute of retirement is a new view of life for me," writes Mr. Theodore W. Buschman of Alexandria, VA. He will be traveling in the western states, including California and Nevada, and he writes that he is enjoying his leisure time very much. Plans for next year include visits to England and Germany. In his leisure moments, he enjoys golf and spends extra time supervising youth programs and church groups in his community.

MSG Wesley C. Bowers has found his own little piece of paradise on Kentucky Lake. He manages the Mansard Island Resort in Paris, TN, which features boating, camping, swimming and fishing. He says that he plans to spend his free time, when not entertaining his 'guests', fishing and telling lies about the 'big ones that got away.' No kidding, though, he says that the fishing is great and invites everyone to spend next summer on the lake with him.

Another member of the Motel/-Hotel Management field is MSG Richard H. Capman of Shreveport, LA. He plans to visit various parts of the U.S., Taiwan and Okinawa in connection with his new career. He writes that "like Patton, I enjoyed military service in combat most."

Several ASA retirees are currently getting another semester of classes 'under their belts' in the educational struggle. The final cram continues at a furious pace just before many colleges and universities have their exam weeks in mid-December.

SSG Manuel Campos of San Antonio, TX is attending St. Philips College. He is working in electronics.

At nearby Angelo State University, SFC Gilbert S. Dodds is majoring in literature and minoring in history. He plans to pursue a career of writing and teaching in San Angelo, TX following college.

Since his retirement, CW3 Lewis B. Wescott of Severn, MD has acquired the Graduate Realtors Institute designation. Currently he is working on a Certified Residential Brokers designation. He feels that the military has helped him succeed in his real estate business by "giving me a greater ability to meet, work with and get to know people. ASA also taught me the values of organization and management and instilled in me a keen desire to succeed."

Science



Medicine

Doctor's Helper

A computer system that gives a physician the benefit of years of clinical experience has been developed by the Veterans Administration and Yale University in a program at VA's West Haven, CT, hospital.

The system permits a doctor to carry on a "conversation" with the computer about a specific patient. The computer quickly responds with all the accumulated data on similar cases and indicates the probabilities with regard to the patient being "discussed."

The doctor guides the computer by giving it commands; the system acts merely as an efficient electronic tool for rapidly examining and sorting the information. (AFPS)

Soldiers First—Technicians Second

A recent visit from MG George A. Godding prompted the following comment to appear in the Fountainhead, USASA Training Center and School's monthly newspaper.

During the recent visit of ASA's new commander Major General George A. Godding, he spoke at the graduation of an officers' class and at NCO and Officer/Civilian Calls. He took these opportunities to present to each group several guidelines which he expects us to follow under his leadership. One of them, which came out loud and clear, was that he expects us to be soldiers first and technicians second

This phrase was received with mixed emotion. On the one hand, some officers and NCOs believed that General Godding's phrase was "right on!" In their opinion, the MVA has gone too far, discipline has gone downhill, and we must get back to military fundamentals.

Others in the audiences thought that the operational mission comes first, and we must concentrate on being good technicians. Without skilled technicians, we can't do the job; therefore, soldiering takes second place.

This debate has frequently occurred during the years, and each of you may have a slightly different viewpoint on this subject—let me give you mine.

As the state of the art advances, there is no doubt that we need good technicians more than ever. Complex sophisticated equipment, variable concepts of support, precision in measurements, the need for a high degree of timeliness and alertness—all of these require a high degree of skill. Computers, automation, and new procedures for collection and processing call for a higher degree of technical skill and proficiency than ever before.

When we speak of a technician, we visualize a well trained and competent individual with thorough job knowledge, skilled in job essentials and well motivated. We picture the soldier as an individual who knows military fundamentals and maintains high standards of military appearance, conduct, discipline, and courtesy.

The soldier also has the ability to operate under all conditions. He is effective not only in an air conditioned operations building, with which we normally associate the technician, but also in the mud or dust of the field in tactical configurations under all sorts of hectic conditions. The soldier fights when required—we are more apt to think of the technician as one who wants to do his job and be left alone.

Soldier qualities are essential in a military organization. Our chain of command, functions, and organizational structure are designed and based upon a military modus operandi which ultimately depends upon the effectiveness of the individual soldier. The ultimate test of a military organization is its ability to function on the battlefield. This is where the qualities of a soldier are essential, for the mere technician will fail to survive.

In my 28 years with ASA, I have seen many good soldiers and technicians. The vast majority of good sharp soldiers were also excellent technicians. On the other hand, there were many technicians who were not good soldiers. They thought only of the job—"8 to 4, out the door" and when the chips were down, more soldiers succeeded than did technicians.

We could argue pro and con but the simple truth is that you and I can easily be both soldiers and technicians. ASA men and women have the high personal qualities needed. They respond to challenge and prefer high standards as a matter of pride and self satisfaction. As sharp soldiers and skilled technicians we are second to none, as the years have proved. As we move forward proudly with the professional Army of the future, let us keep this guideline to success before us. If we are soldiers first and technicians second, no mission is impossible.

Colonel R. B. Mosser

Ideas and Opinions

"The mind stretched by a new idea never returns to the same dimension."



Safety Meeting Adjourned

The following safety meeting account, duly signed by the 12 members of the safety council present, was submitted to the commander:

The subject of this month's meeting was "accidents." We read the Five-Minute Safety Talk entitled, "Accidents Are Caused" The impact of the subject was profound, and at the conclusion of the reading a heated discussion arose.

During a lull, a member of the group raised his hand to ask a question, and accidentally knocked a coat off the rack, which fell over the head of a second member. While removing the garment, the temporarily blinded member struck the window with his elbow scattering glass all over the yoor.

In picking up the glass, two others got cuts on their hands. The group leader grabbed the push broom to sweep up the mess, but in the crowded room, either the handle of the broom or another member moving out of the way, dislodged a fire extinguisher from the wall which fell and discharged, spraying the rest of the group with chemicals.

The member who originally raised his hand to ask the question said he forgot what he was going to say and, instead, complained of the cold air coming in through the broken window. Since there is no cure for the common cold, it was decided to adjourn the meeting, and the members went back to work.

Courtesy of Navy Safety Review